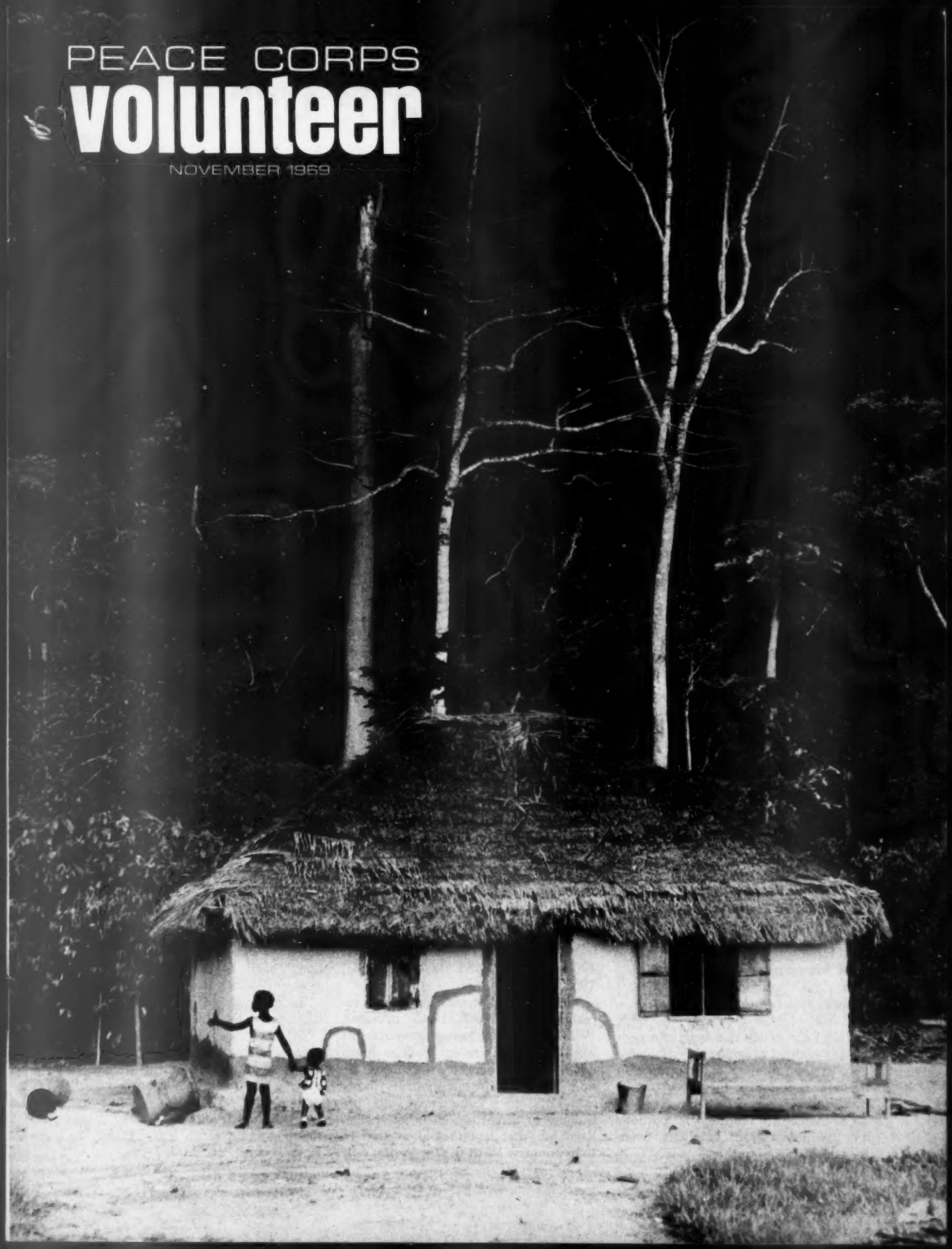
PEACE CORPS

volunteer

NOVEMBER 1969



'Cures for what ails us' *(pages 2-9)*

Attentive cameramen and reporters crowd the conference room for Director Joe Blatchford's first meeting with the news media.

BLATCHFORD:
'Today marks...an upswing'

At first it sounded like the 1970s could come and the Peace Corps wouldn't even know it.

Holding his first press conference since becoming director May 5, Joe Blatchford squinted into the glare of quartz lights and said:

"I feel obliged to lay on the table certain facts which the American people are entitled to know.

"First, the number of Volunteers in the field is down for the third straight fiscal year.

"Second, the number of requests for Volunteers from receiving countries continues to decline."

[On Aug. 31 there were 8,021 Volunteers in the field, plus another 2,637 in training—total, 10,658. This was down from 13,192 on Aug. 31, 1968, and 14,455 on Aug. 31, 1967.]

The primary cause for this, explained Blatchford, lay overseas. "While in 1961 many governments would accept a recent college graduate with a liberal arts degree," he said, "those same governments today ask only for Volunteers who are trained or experienced in a specialized job that is critically needed in their country. With the increasing sensitivity to Americans in other countries, requests have become more and more sophisticated and critical.

"The causes extend to this country as well," Blatchford went on. "College students know our selection process is slow and impersonal and that we sometimes fail to find solid jobs for Volunteers. They suspect the Peace Corps is almost lily-white—and they are right; and that we have failed to work with the United Nations and other volunteer-sending agencies—which is also right."

Such candor—normally blasé Washington newsmen looked up.

In any case, Blatchford told reporters, "like Mark Twain I am here to say that reports of the demise of the Peace Corps have been greatly exaggerated. We have found the cures for what ails us. Today marks the beginning of an upswing for the Peace Corps."

FREDERICKSBURG:

Meeting of minds—banging of heads

From places like Bombay and Montevideo and Ouagadougou, Peace Corps country directors came winging into the Washington area in mid-September. Bruce Morgan logged more than 8,600 air miles on the long haul from Katmandu. For Joe Blatchford the trip was shorter: about an hour on his motorcycle, a black 180cc Yamaha. Their common destination was a dairy barn turned motel in Fredericksburg, Va., 50 miles south of Washington and site of the first Peace Corps worldwide staff conference ever held.

Convening in the motel's Wilderness Room, Aviation Room and Fredericksburg Room, the country directors sought to find out where their role lay in Blatchford's "New Directions."

Jack Vaughn used to say there wasn't *a* Peace Corps, there were 60 —one in Washington and 59 overseas. Aside from a plug for binationalism, this was also a tacit acceptance of each Peace Corps country director's administrative power and sway over his fiefdom, great distance his defense against the daily rain of pouch letters and TOPEC cables.

The reason for Fredericksburg, then, was for a meeting of minds—even a little banging of heads—between Blatchford and the field staff he inherited last spring. He had met some directors on his whirlwind trip to Kenya, Libya and Iran; others had come through Washington in the interim; but five months after Blatchford's swearing in by President Nixon May 5, the new director was essentially an unknown quantity to many.

The week's agenda was prearranged, of course; but by Wednesday, the third day, one Latin America director said: "The schedule is falling apart; they are backing off and changing it. They had not scheduled what we want. These general sessions are disasters, but in private meetings Joe and Tom [Houser] are coming across very well."

It was left to some of the black directors to articulate the undertow of the conference, the "thing" that was impeding the group meetings.

With one Washington office director, Gene Mihaly, up front, an Africa director started it off: "Why don't we believe you?" he asked. "Why don't we trust you? What is the element that has not made itself apparent here? It underlies our whole meeting."

Mihaly asked him to answer that himself, but Hank Smith, director in British Honduras, took the floor:

"Most of us came in Peace Corps under another system," he said. "It was our thing some time ago. Are you—Peace Corps Washington—going to take it away from us? The facts are that we've got a bunch of new guys running the Peace Corps and we want to check them out."

Not everybody was resisting the structure. One director said he trusted "that the new leadership is finally getting around to solving some problems that have been with Peace Corps for a long time. If some of these 'children' don't want to stay on this team, they can get off."

"This has been traumatic," another

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Moratorium on "business as usual" gains support of many Peace Corps staff members.

ON THE COVER: Owen Hartford's picture of a storm approaching Zorgowee, a Liberian village near the borders of the Ivory Coast and Guinea. Mud-plastered huts withstand the rainy season from May through October.

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Fran Macy, deputy director of the Africa Region and conference coordinator.

Colombia Director Paul Bell

Niger Director Frank Beckles

director said. "You know, we weren't here during the election. This is our first exposure to the way things have changed."

Not all, but some things had changed by Friday night. The "team" threw the "coach" in the motel's pond, and Blatchford, in good spirit, climbed back on shore with: "You're all fired!"

"If this conference had ended on Wednesday, Peace Corps could have folded up," a director suggested. "But it didn't end, and I think now we've gotten together . . . there's less of this 'we-they' bit."

Still another assessed the week this way: "Not many of the new people articulate the philosophy of the Peace Corps very well. But I think they're pragmatic and I think we're going to get somewhere with them. By now, Friday, I can say I think it's going to be all right."

The directors were just as straightforward and anxious for honest answers when they met later with special speakers from the Administration.

Sample remarks:

Ethiopia Director Joe Murphy to Elliot Richardson, Undersecretary of State: "Regarding the embassies: The focus is on representation of the U.S. We weep at the absence of concern for the host countries. We often miss seeing in U.S. policy any expression of humanity or compassion."

Ed Metzler, a regional director in India, to Herb Klein, Director of Communications, Executive Branch: "Greater efforts I see to tie Peace Corps more closely with Capitol Hill, the White House and the Establishment in general will be counterproductive to our effort to come more and more under the authority of the host governments."

Richard Heath, new director in Mali, to Frank Shakespeare, USIA Director: "The people they (overseas) are most interested in are people like Malcolm X, and such literature is not the kind we find in USIS libraries."

The result of wide consultation, task forces efforts, and White House screening, the following "New Directions" finally came to the surface—and in detail—during the week in Fredericksburg, the week in Washington, and during Blatchford's highly credible performance at the press conference.

The
won't go un

1 NEW IDEAS. *We must be sure the Peace Corps does not operate on out-of-date assumptions about what it can and cannot do. We should be prepared, for example, to suggest projects in such areas as educational television and radio, low cost housing or curriculum reform; to work across national boundaries in regional development schemes; to operate mobile vocational education centers, leadership and middle-management training programs; to provide experts on a less than two years basis or train host country people in the United States.*

. . . . .

Ideas to Blatchford are touch football of the mind; you get the ball and run with it. Watching the director listen to others at a meeting, one is struck by the restless energy of the man—hands fidgeting, eyes roving around. Then he gets his chance to speak and the coil unwinds.

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2 GOAL: A NEW RESOURCE. *From now on, no projects will be undertaken without establishment of specific long-range and interim goals, to the end that each project creates a new resource that will remain after the Peace Corps departs. To fail to take steps to create this resource would be to fail where we are needed most.*

. . . . .

On Jan. 2, Joe Blatchford will send out what first was to be called the "annual policy letter." This title raised the hackles of many country directors, who feared such a broad rubric could be their version of the Tonkin Gulf resolution.

"I've come to greatly regret the use of that word 'policy'," said Gene Mihaly, director of the Office of Program Development, Evaluation and Research (PDER). The revised name: the "annual programming guidelines letter."

Why the need to institutionalize

re 70s
unchallenged

how the director shares his ideas with field staff?

Said Mihaly: "The advantage of having this an annual thing is as much psychological as mechanical. It gives us a point to focus on, to prepare something for and to gear up a lot of peoples' thinking toward."

A country director: "The irrelevance overwhelms me. Either we give the host countries what they want or they'll find someone else who will."

A Washington program-training coordinator, arguing *for* guidelines: "In eight years we know that certain programs don't work. We can't be the Montgomery Ward of the world."

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3 TEAM APPROACH. *In the future, Volunteers will be assigned in teams with varying levels of technical competence and experience. They will be concentrated in selected areas rather than scattered to many locations.*

. . . . .

Bygone expression of yesteryear: "My village."

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4 MORE EFFECTIVE VOLUNTEERS. *The Peace Corps will aim at providing the skills in greatest demand overseas by providing better training to "generalist" Volunteers . . . improving the selection process to allow for placement of individual highly-skilled Volunteers, such as computer experts . . . encouraging more Volunteers to extend a third year . . . beginning a pilot program for married couples with dependent children, thus opening up a huge new pool of skilled and professional talent.*

. . . . .

This pilot program will begin with 200 families. Husbands will be designated Volunteer Leaders—thus enabling them to receive allowances for dependent children.

First of these "family Volunteers" to step forward will be Joe Haratani, 46, currently director in Ecuador.

Announcing his decision in Fredericksburg, Haratani said: "I began government service in the 1940s as a volunteer for war. I think it's fitting that I end it as a volunteer for peace."

Leaving his director's post "as soon as a replacement can be found," Haratani plans to go with his wife, Ada, and their youngest son to the Galapagos Islands, 600 miles west of Ecuador. The Haratanis' two older sons will stay in Quito to study while Joe works in community development and his wife teaches.

Ecuador Director Joe Haratani

Press conference question: "Isn't there a danger that as you raise the level of skills of your Volunteers that you will come into competition with AID's technical assistance programs or those of the World Bank or other international organizations, both from the point of recruiting and competing for staff and also, just over-lapping and duplicating efforts?"

Blatchford: "I don't think so, because there is a very fundamental difference between our traditional technical assistance programs—AID, World Bank, United Nations technicians—and the Peace Corps. The fundamental principle of the Peace Corps is our willingness to volunteer—that is, to sacrifice, to leave what we are doing to go overseas, to live modestly, to learn the language, to deal with people.

"The Peace Corps is a people program. It is not a technical assistance program as such. We feel that the best way that people can develop and improve their lives is by

Washington staff member, Gene Mihaly

working with others in joint efforts; and the outsider, if he's willing to live at the level that they are, he can get this across. Years of technical assistance have failed when they simply come in unprepared to learn the language, separate themselves in a kind of 'golden ghetto' at very high salaries.

"They are not accepted, they're not acceptable to the local population; and therefore, whatever they say, whatever reports they write, are not heeded . . . I think it is almost a *sine qua non* for development: to work with people, to stay long enough to work and share—and this will al-

Director Joe Blatchford

While country directors attend a White House "prayer breakfast" with the President, members of the Committee of Returned Volunteers protest Peace Corps' existence.

ways be the fundamental example of the Peace Corps.

"So this will remain; and I see that one compliments the other in many respects. The very skilled and professional technicians of the most experience need the kind of arm in the field that Peace Corps provides. And the Peace Corps Volunteer needs the kind of professional experience to back him up so that he can transfer that knowledge to the villagers."

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5 TECHNICAL SUPPORT. *We will provide the Volunteer with increased technical and logistic support by tapping other overseas agencies and local industries for assistance; by furnishing tools and other materials where needed; by tapping sources of assistance such as regional and international development banks; by increasing numbers of Peace Corps staff members in Washington and overseas who have professional training in such fields as agriculture, education, economic development; by recruiting experts as Volunteers on a short-term basis to backstop generalist Volunteers and to provide in-service training for Volunteers.*

. . . . .

"When you make generalizations about agriculture, you get crop failures; when you make generalizations about ag programming, then we will have program failures. The kind of assistance I'd like is for someone to begin to isolate some data and tell us about it—but not to make generalizations."—*Ghana director, Gene Martin, at Fredericksburg.*

. . . . .

The subject of one workshop was "How can the ag specialists on the Washington staff better serve the field?" And the conclusion seemed to be that the directors did not want regional meetings with "technical backstop people" nor did they want documents. They want a Washington man or a host country national expert or an AID man or a specialist from a neighboring country to come out and walk through the fields with Volunteers and country staff and counterparts and do problem solving —bringing the expertise to bear in a personal and direct way.

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6 BINATIONALISM. *When we speak of binationalism—or partnership—we speak of an outlook or an approach. . . . The work of the Peace Corps must be seen as an integral and indistinguishable part of each country's plan to meet its needs. In concrete terms this means insuring that the way Volunteers are recruited, selected, trained, placed and directed is a joint responsibility. This will be done by: substantially increasing the number of non-Americans on Peace Corps staff, especially in high-ranking positions, and establishing training programs for them if persons of sufficient training are not already available; involving our hosts directly in recruiting and selecting Volunteers; putting policy decisions directly in the hands of advisory committees composed in the main of host country people; establishing local advisory committees for each aspect of Peace Corps activity, such as health, agriculture, etc.; involving the local middle class, especially youth, in Peace Corps activities; making the support provided for Volunteers available for others in the same country.*

. . . . .

"If we are going to talk about binationalism, about our being desegregated these days, about their entering into and making decisions with us and they can't read the stuff we get from Washington, that's a bit absurd, isn't it? That's the first thing we need broken down here, because most of the cables that I read could be written by my three-year-old kid; and my three-year-old kid doesn't contain much of *essence*. Let's think about it.

"There's another problem: the exorbitant time it takes to get a host country national—an HCN, if you prefer that—cleared for security purposes. Let's do something about that. I've got some good men who've been waiting around here and you cats keep banging it around there. They'll

Statistical Profile

In Fredericksburg, when for the first time all Peace Corps country directors got together, some statistics were available:

Their average age is 39. Youngest is Leo Gallarano, 27, director in the Somali Republic. Oldest is John Pincetich, 53, outgoing Malaysia director.

Ten directors, pictured here, are former Volunteers; 31 have served as staff members in other countries, six as directors.

How do you become a country director? Fourteen list education as their profession. Other broad job categories are: law, 7; clergy, 5; social welfare, 4; writing and advertising, 4; agriculture, 3, and State Department, 2.

There is only one female country director: Dr. Carolyn Payton of the Eastern Caribbean Islands.

probably wait around the rest of their lives for Peace Corps to make a move.

"Thirdly, we must have guarantees, in writing preferably, that host country nationals will not be affected by these belt-tightening operations going on around here; i.e., the BALPA (balance of payments) exercise, and most recently the Operation Reduction exercise.

"Let's give them a break. These cats have five, ten children. Must they be subjected to the same kind of *stuff* that we are? Let's do something about that. If we don't, I'm going to tell them not to go on Peace Corps staff, because it's uncertain, insecure and non-effective." — *Lafayette Seymour, Peace Corps regional director in Madhya Pradesh, India, speaking at Fredericksburg.*

. . . . .

"In order to have the Peace Corps theirs as well as ours, we'll set a goal of 50 per cent of our overseas staff to become nationals of the country we're working in."—*Joe Blatchford.*

. . . . .

"I should like to say it looks like it is going to be a full-time job to keep the wings clipped of the new Director of the Peace Corps. If the chairman of the appropriations subcommittee does not offer an amendment . . . I will offer one on the floor to deny any funds for the hiring of foreign nationals, which he says he is going to do."—*Congressman Wayne Hays of Ohio, before the House of Representatives, Sept. 24, 1969.*

Regional director in India and former Volunteer, Lafayette Seymour

7 BUILDING THE RESOURCES OF VOLUNTEERS. ***People are the most valuable resource of any country. All our host countries recognize this truth, and encouraging the spread of voluntarism should be part of the Peace Corps' way of developing local resources. To this end, we will: encourage all our country directors to help create and assist local voluntary programs; offer to train in the U.S. or a third country participants for domestic voluntary programs; offer Peace Corps assistance to raise matching funds to create voluntary programs in other countries, through private sources or through appropriate use of U.S. funds.***

. . . . .

On Sept. 24, along with U.S. Ambassador Charles W. Yost, Joe Blatchford hosted a reception at the U.S. Mission to the United Nations in New York. Invited were representatives from all member countries (except Cuba and Albania), Peace Corps country directors and top-level Washington staff, plus a host of prominent businessmen, educators, publishers, newsmen, broadcasters, labor leaders, and heads of foundations and development agencies. Noted on the invitation list were top

John Arango
Dir. Panama
PCV Colombia

Keith Bravinder
Dir. Botswana
PCV Ethiopia

Donald Cameron
Dir. Nicaragua
PCV Dominican Rep.

Harold Crow
Dir. Uruguay
PCV India

Leo Gallarano
Dir. Somali Rep.
PCV Venezuela

John Hurley
Dir. Fiji
PCV Malaysia

David Sherwood
Dir. Lesotho
PCV Sierra Leone

Sam Stokes
Dir. Dahomey
PCV Ivory Coast

Richard Wanush
Dir. Gambia
PCV Liberia

David Ziegenhagen
Dir. Western Samoa
PCV Philippines

management of American firms with strong overseas investment, such as: Pepsi-Cola International, Texaco and United Fruit.

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8 INTERNATIONAL PROGRAMS. *Although I believe the Peace Corps should seek to maintain its own identity and programs, we look favorably on a proposal made by Iran this year for the United Nations to sponsor an international volunteer corps. This proposal has been placed on the agenda of the 1970 U.N. General Assembly. We are also exploring existing authority for assignment of up to 125 Peace Corps Volunteers to work with agencies of the U.N., and we also believe the Peace Corps can participate in multi-national volunteer teams in specific countries.*

. . . . .

When he went to the UN with the country directors, Blatchford personally gave Secretary General U Thant a letter from President Nixon which concluded: "The vast number of people of all ages who wish to offer their goodwill, skills and idealism as Volunteers must be given the chance to do so, and the participation of the United Nations toward this goal merits the highest commendation. I wish you success and assure our full cooperation in this most important effort."

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9 EXCHANGE PEACE CORPS. *America has some serious problems, many of them more severe than those of other industrial countries. To acknowledge this fact is not news, but for a great country to acknowledge that other people, particularly those from less developed countries, could help solve these problems would have great value. . . . It enables the United States to step back, if only in a small, symbolic way, from the client relationship with the aid recipient that inevitably strains the friendship of both countries. This is the spirit behind my proposal for an exchange Peace Corps. . . . I hope to obtain the consent of Congress to operate a small pilot project for testing the exchange Peace Corps idea this year.*

. . . . .

On Sept. 8, 1969, Congressman Wayne Hays of Ohio successfully attached an amendment to the Peace Corps authorization prohibiting the Peace Corps from spending any money on an exchange Peace Corps. But because of differences with the Senate version of the bill, the Volunteers to America program will have another chance when a conference committee meets.

Country directors and Blatchford, right, applaud U.N. Secretary General U Thant during their New York visit to discuss international voluntary programs.

"I consider *the* American tragedy to be the amazing fact that the majority of this country's most powerful and largest class does not know how poor it is, how underdeveloped it is. Its poverty is of a different kind; its underdevelopment of a different quality."—*Maria Gagliardo, Volunteer to America from Argentina, writing in* THE VOLUNTEER, *October, 1969.*

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10 RETURNED VOLUNTEERS. *By the end of the year there will be nearly 35,000 returned Peace Corps Volunteers in the United States. To date, the Peace Corps has not been of sufficient assistance to those who are looking for ways to serve their own country . . . we will try, on an experimental basis this year, a transistional experience for a limited number of newly-returned Volunteers, to provide them with an immediate and dramatic grasp of American problems and to stimulate them to explore ways to help solve those problems. We will try to establish in 1970 a Peace Corps Development Fund to make seed money available to returned Volunteers who are developing social action, education and other programs.*

. . . . .

As the Peace Corps seeks however gingerly to structure the re-entry of returned Volunteers, it will increasingly be confronted by its less than grateful offspring, the Committee of Returned Volunteers (CRV). Claiming a dues-paying membership ($10 a year) of 1,200 and a mailing list of 3,000, CRV held a general assembly in Minneapolis at the same time the country directors were meeting in Fredericksburg.

In a position paper, these former Peace Corpsmen (as well as others who served abroad with the International Voluntary Service and similar groups) said they are:

". . . convinced that real development is often impossible without a revolution that carries out an equitable redistribution of economic and political power, including nationalization of all resources; one which makes education, employment, housing and medical care available to all the people. The United States opposes any such revolution, and the Peace Corps is an integral part of U.S. policy. There may well be many superficial changes in the Peace Corps structure and policies from time to time, but regardless of these changes it will con-

From the audience of country directors, India Director John Burns asks a question of an Administration official.

tinue to function as an instrument of U.S. domination.

"Therefore, we oppose the presence of Peace Corps Volunteers in the Third World. We call for abolition of the United States Peace Corps. We call upon present Volunteers to subvert the Peace Corps and all other institutions of U.S. imperialism."

Nor was this mere prose. Later that week, while Peace Corps country directors were attending a White House "prayer breakfast" with President Nixon, two dozen CRV members picketed outside, carrying signs ("Abolish the Peace Corps"; "Pray with Nixon, Prey on the People") and chanting, "Ho, Ho, Ho Chi Minh—we're going to do the Peace Corps in." Then, guerrilla theater-style, they put on a "Third World skit" as directors left the White House grounds.

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11 THE PEACE CORPS' HOME TOWN. *Peace Corps staff for some time have been aware that their preoccupation with problems overseas tends to inhibit their understanding of problems in the District of Columbia and the nation as a whole. Through the new Office of Voluntary Action [headed by C. Payne Lucas, former regional director for Africa] we will try to counter this contradiction by developing opportunities for staff members and their families to volunteer for meaningful jobs in the District of Columbia. . . . We hope to demonstrate how a community's resources can be extended through voluntary involvement of professional and non-professional working people in their spare time, and to disprove the thesis that foreign and home-grown problems are mutually exclusive.*

. . . . .

First to volunteer was Winnie Blatchford, wife of the director and former ACCION volunteer. She'll work for D.C. Mayor Walter Washington to coordinate voluntary action programs in the nation's capital.

12 COMBINED SERVICE. *Another way we intend to extend the resource of Peace Corps experience here at home is through a new program of combined service overseas and in the States. This does not mean the Peace Corps intends to launch its own domestic programs; our focus will continue to be overseas. But we can work out agreements with the Teacher Corps, local voluntary agencies or state, local or federal government programs that will allow a Peace Corps Volunteer to pursue career interests in several different service fields while putting his overseas experience to immediate use in a new context at home. I hope we can begin a pilot project for 100 Volunteers in combined services this year.*

. . . . .

"The 'New Directions' of the Peace Corps . . . have been discussed with the President and bear the stamp of his approval."—*Joe Blatchford.*

. . . . .

"The world needs all the help it can get."—*Theme planned for upcoming Peace Corps advertisements.*

A pedestrian waves down a "money bus" near Waterside, the main marketing area in Monrovia—*Owen Hartford*

The Executive Mansion, at right, built in the last decade and occupied by President William V. S. Tubman—*Bruce Warren*

Africa's oldest nation: LIBERIA

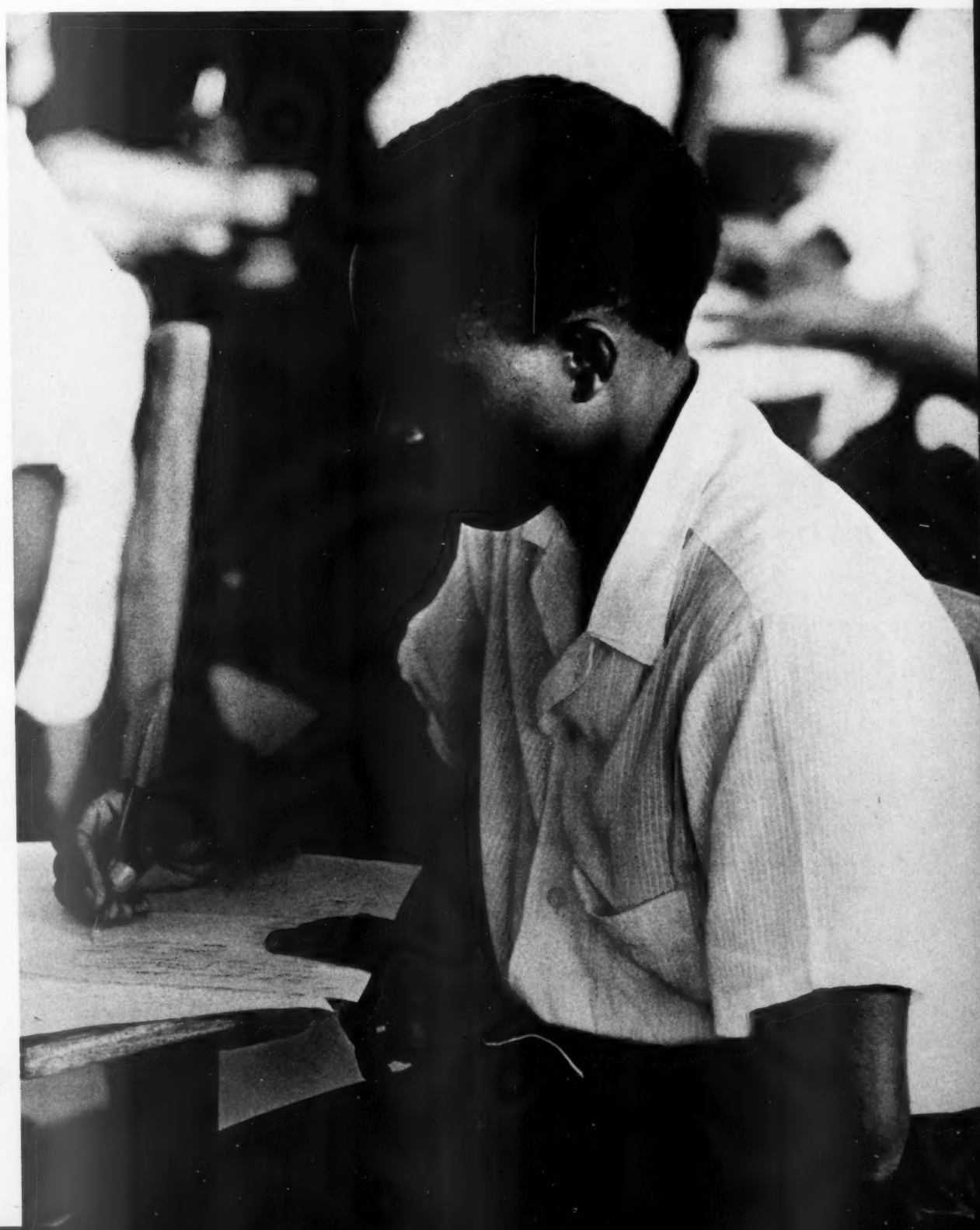
Speaking English, using the U.S. dollar, settled by people from America, black freedmen—yet Liberia is African and holds claim to being that continent's oldest nation, dating from 1847. Today Liberia takes pride that one of its million-plus citizens, Mrs. Angie Brooks, a lawyer and assistant secretary of state, presides over the United Nations General Assembly. Peace Corps Volunteers, such as **Owen Hartford, Bruce** and **Karen Warren** who took these photographs, have served in Liberia since 1962 in education, public administration, health and rural public works.

This style of architecture, the zinc-sided house, was carried here by 19th century settlers and is still prominent in the coastal areas—*Bruce Warren*

School work is carried on in Liberia's official language—English. Peace Corps teachers are assigned from the elementary to university levels—*Bruce Warren*

Known as Old Man Charley, this Bassa tribesman adjusts to living in the capital; sells the gravel he hammers from rock—*Bruce Warren*

In contrast to Charley's way of life, this young student of a government high school prepares himself for a career in Monrovia. Mission schools share the burden in Liberia's rapidly-expanding educational system— *Bruce Warren*



Dawn mist in Tchien District in one of the interior counties. The people who live here in the forest are mostly farmers, clearing the land for crops such as rice and cassava. Some hunting is done in the deep bush—*Karen Warren*

This boy of the Krahn tribe lives a two days' walk from the nearest motor road. Ironically, the cloth he wears and which is popular throughout West Africa is imported from Europe— *Bruce Warren*

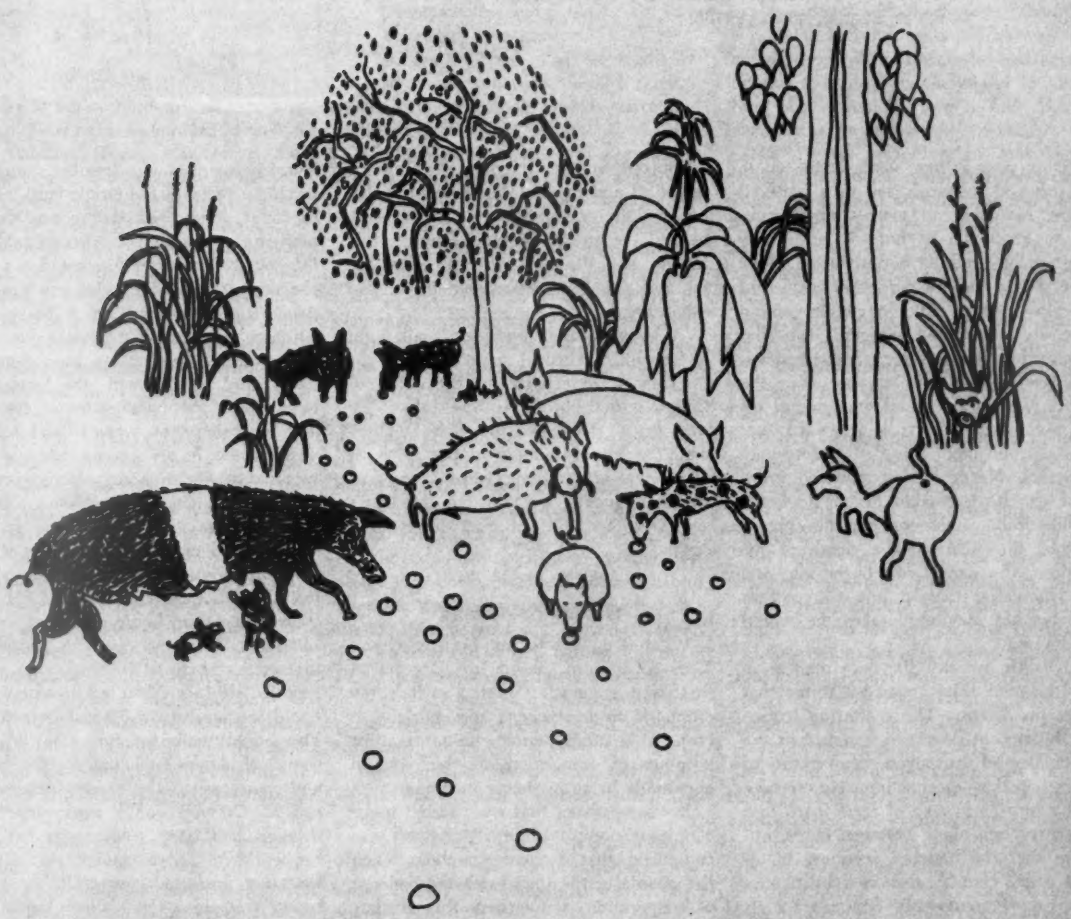
This beautiful co-ed is part of the campus scene at the national University of Liberia—*Bruce Warren*

Mandingo girls mark their entrance into "bush school," the preparation children make before being admitted to adult society. In modern times, this transitional period has been condensed to a few months so that "getting book" (formal education) will not be missed by the young people— *Owen Hartford*

Both deep-sea and inland fishing are important to Liberia. These are Fanti fishermen whose ancestors migrated from Ghana. Members of the Kru tribe are the principal indigenous fishermen— *Bruce Warren*

Living Poor SECOND EXCERPT

Story and Sketches by Moritz Thomsen



After a mission in one Ecuadorian village aborted by his own illness, Volunteer Moritz Thomsen spent a frustrating year in a second village, Río Verde (October VOLUNTEER). His objectives at that point were to distribute chickens and pigs from the Heifer project, a nonprofit corporation whose plan it is to get pure-blooded animals onto farms around the world and into the hands of farmers who otherwise would be unable to upgrade the quality of their stock.

A young man named Ramón was his first customer—he built the shelter and pens necessary for 12 chickens. Eventually Thomsen had placed 100 chickens and roosters in Río Verde; and with Ramón, Alexandro and others, he lived through an agonizing period of disease and death for many of those fowl. Those which survived added important music to the morning scene of Río Verde.

There were rumors of Thomsen's favoritism for certain villagers and always suspicion about his reason for being there at all. But he accepted all that and extended his total time of service by two years. One day, he said, the enormity of the obligation hit him:

"For the first time I felt frightened; it seemed that in the first two years I had accomplished nothing. I thought of sad Río Verde, lost and forgotten on a stretch of beach. It was just as screwed up now—1967—as when I arrived. I woke up early one morning and lay there wide awake, impaled on those terrible 3 a.m. horrors, sinking deeper and deeper into depression."

From the book *Living Poor* by Moritz Thomsen. Copyright © 1969 by the University of Washington Press. If not available at local bookstores, copies may be ordered at $6.95 from the publisher: University of Washington Press, Seattle, Wash., 98105.

Living poor is like being sentenced to exist in a stormy sea in a battered canoe, requiring all your strength simply to keep afloat; there is never any question of reaching a destination. True poverty is a state of perpetual crisis, and one wave just a little bigger or coming from an unexpected direction can and usually does wreck things. Some benevolent ignorance denies a poor man the ability to see the squalid sequence of his life, except very rarely; he views it rather as a disconnected string of unfortunate sadnesses. Never having paddled on a calm sea, he is unable to imagine one. I think if he could connect the chronic hunger, the sickness, the death of his children, the almost unrelieved physical and emotional tension into the pattern that his life inevitably takes, he would kill himself.

In South America the poor man is an ignorant man, unaware of the forces that shape his destiny. The shattering truth—that he is kept poor and ignorant as the principal and unspoken component of national policy—escapes him. He cries for land reform, a system of farm loans that will carry him along between crops, unaware that the national economy in almost every country sustained by a one-crop export commodity depends for its success on an unlimited supply of cheap labor. Ecuador needs poor men to compete in the world banana market; Brazil needs poverty to sell its coffee; Chile, its tin; Colombia, its cacao and coffee, and so on. The way United States pressures shape the policies of the South American governments can make a Peace Corps Volunteer who is involved and saddened by the poverty in his village tremble to his very roots.

Death, of course, is the great release. I lay in my house one night trying to sleep, while up the hill a fiesta went on until dawn—drums in an endless and monotonous rhythm connecting a series of increasingly complicated songs, some chanted by women, some by men, some by mixed voices. It gradually became beautiful and moving, but I was puzzled because the celebration was just a week before the great *Semana Santa,* Holy Easter, a fiesta that everyone saves up for and that leaves everyone broke and exhausted.

"Why were they *bombiendo* all night on the hill?" I asked someone.

"They were celebrating the death of Crispín's first-born," I was told. "He was born dead, an *angelito.*" There wasn't a bit of sadness in the town; it was a real celebration. Crispín's son had struck it lucky; he was one of God's angels without all of that intervening crap.

* * * * *

Getting co-op land

When I talked to my boss in Quito, Tomás Guerrero, about my job, he at first kept suggesting that I switch my emphasis from chickens and gardens to crops of a more permanent nature, like coconuts or oranges, trees which would eventually bring in steady income.

It was apparent that we couldn't make a farmers' co-op without land. But I was convinced that I must somehow reach the people of the town with the concept of cooperation, show them that if they would unite and become a force they could begin to dominate their poverty and to exist as a consideration in the minds of the outside men who governed them. Until they felt that they existed outside themselves, until they shed the conviction that they were a forgotten and abandoned people sentenced to the endless cycle of poverty, they would be nothing. Later they would have to learn the harder lesson: that the outside powers had never abandoned them because they had never had the slightest interest in them, that these powers really couldn't help them much, and that their progress lay in their own hands.

Don Julio's son, Alfonso, asked me if the farmers of Río Verde were still interested in forming a farming co-op and buying a piece of the jungle land in back of town. "We need the money desperately for doctor bills," Alfonso told me. Of course, we were interested, and for the next 10 days I divided my time between riding around on a horse with Alfonso, hopelessly lost in a chaos of jungle growth and spiny second-growth scrub, and talking with the farmers in town about the possibilities of the area and the price they were willing to pay. The farmers finally agreed that the land was worth $7 an acre; Alfonso wanted $10. But we finally agreed on a price.

For many days different farmers walked with me through the dry stream beds that cut down to the beach. We would hack our way through the wild growth, trying to figure out what we had bought and how to divide it. But it remained an enigma. There was no single spot in all those 160 acres where you could see more than 50 feet before you. You could walk for hours toward the sound of waves breaking on the beach and never reach the ocean, never even see it. Or you could hack your way through land that seemed flat and fine for working with a tractor, and after a few feet find the ground falling away before you in steep gullies hidden by 10-foot-high tangles of *saboya* grass.

"Look," I said one day to Orestes as we wandered around in the middle of the farm. "This is madness. Let's not split it up yet; let's work it all together as a unit." Just off the trail that bordered the farm, on a ridge of land that ran parallel to the river, we had found what looked like about 80 acres of fine level land, and I had begun secretly to dream of getting hold of a small tractor. With a disking tractor we could get into that jungle and really raise hell in the way of an agricultural revolution.

"Whatever you say, Don Martín," Orestes told me. "I know we'll go along with whatever you think best. You know we've never worked together, and I don't

think we ever can, but maybe it's time that we at least tried. But some day, some day, I want that paper in my hands that says I own a part of this." He pounded his bare foot down hard on the ground and looked at me with real affection and began to laugh. "Ay, *caramba,*" he said, "to be the owner of my own land."

* * * * *

Birth pains

Finally it came time to call our first meeting. We had, I figured, about a dozen families. There was Jorge, the carpenter; old Wilfrido; three middle-aged women, all married, but to men too old or too sick to work; the younger guys from up the beach—Pancho, Wai, Alvarez, Ramón and Orestes. There was Alexandro in town and his mother's current husband, old "what's his name", and there was Pedro Castro who ran a canoe service into Esmeraldas on shares with Don Umberto, the rich storekeeper and cattleman across the river. Almost everyone showed up; we sat on stools and boxes in my bedroom around a single candle burning in the middle of the room. Jorge, who arrived first with his wife and Ricardo, and who had had a couple of snorts of *cayapa,* began to doze almost as soon as he sat down. By the time the last of the *socios* (members) arrived and the meeting was ready to begin, he was sound asleep.

It was a lovely, wild meeting; it started off bashfully and haltingly but built in intensity. There were first a few patriotic and stirring remarks by Wilfrido about the opportunity that lay before us and about all the hard obligations of union.

I gave a talk on what a cooperative was, and how it would be possible if there was no panic for everyone to own his own land. I told them that I was looking for a tractor and that with it I thought a farmer could control 10 times as much land with the same amount of work. We talked about community chicken houses and a cooperative hog project and about how maybe later we could start a store and break Alvaro's domination over their lives. There was another outburst of passionate speeches; for a while I thought Vicenta was going to break down and weep.

Then the time came to elect officers. No one said anything. Did anyone want to put forward a candidate? No one said a word. I suggested Wilfrido, Ramón and Alexandro. The *socios,* like little automatons, nodded their heads in agreement, and each new director made a nice speech accepting the obligation, unworthy as he was, and pledging disinterested vigilance in the furtherance of cooperative ideals.

"Now we need a treasurer," I said. This was a tricky moment, because treasurer meant money, and no one wanted anyone to handle the money. There was a long, long silence, and I asked, "Doesn't anyone have any suggestions?"

"I accept," Señora Carlina suddenly cried in a loud voice from a dark corner. Well, I thought, their way is as democratic as mine.

What happened next I'm not at all sure; I think someone made a remark to Alexandro, kidding him because he hadn't ended up with the treasurer's job. At any rate, Alexandro, his feathers well ruffled and his voice trembling with rage, got up and resigned as director of the cooperative. Immediately afterward Wilfrido stood, announced that he was mentally oppressed—sometimes not even in his right mind—and resigned as director. Ramón got up and said that without the guidance of an older head like Wilfrido he would be unable even to consider being a director in the cooperative. There was a pause as we all tuned our instruments for the last movement. It was getting late; we had been talking for about two hours. We had formed a cooperative and disbanded it. I was furious. Ramón gave me a sly, quizzical look, and I whispered to him behind Vicenta's back, "I'll talk to you later, buddy."

"Don't get excited," Machiavelli whispered back. "You can't push yourself forward, you know."

We disbanded the meeting but promised to have another session within the week.

"That was the damnedest performance I ever saw," I told Ramón later when we were alone. "Tell me, is there or isn't there a co-op?"

"Of course, there's a co-op," Ramón said. "And it's going to be a good one, too. And you know what, Martín? I'm going to be president sooner than you think."

The co-op was a group of poor people who had never been to a meeting before trying to learn how to act in a meeting It was people who had never thought of working together before, who were in fact repelled by the idea, who had never thought that they owed loyalty to anything larger than the family unit, being faced with a brand new set of values.

They were beginning to feel their power, too. For 20 years Don Umberto's cows had roamed at will over the hills, and every year they destroyed whole fields of corn or rice. Don Umberto's cows were part of the reason why people didn't even try to farm in the Río Verde area, for they were a humble people and none of them would ever face up to a rich *hacendado* from Palestina like Don Umberto. But the sight of one of Don Umberto's cows placidly eating orange trees was starting to drive them to distraction. "Would you all sign a petition and send it Don Umberto?" I asked them. "Either keep your cows out or pay damages."

"We sure will," they told me with heat; and I almost believed them. And even if it wasn't true this year that they would dare to face up to Don Umberto without being pushed to it (which I wouldn't do), perhaps next year they would do it. If there was still a cooperative next year.

Within three months, the news that Río Verde had a new co-op had spread to all parts of the province. People whom I had never met—agronomists from extension, officials from the Junta de Fomento (the Ecuadorian Department of Development), and the small farmers from up the coast—would stop me on the

Moritz Thomsen, a farmer from the West Coast, joined the Peace Corps in 1964 when he was 48 years old. He served four years in Ecuador during which time he made the sensitive observations which now serve as the basis of his book, *Living Poor.* In writing, Thomsen refers to himself with the name his Ecuadorian friends used, Martín.

street in Esmeraldas either to wish the co-op luck or to tell me that the coastal people were the laziest, most worthless people in the world and that no one would ever be able to help them. I had been listening to this sort of trash, 90 per cent racial, all my life, and it didn't much impress me. I had discovered that when I was forced by circumstances to eat the same things a poor man eats for more than a couple of days, I ended up not only lazy, but probably flat on my back in bed.

For the last 20 years Río Verde had been gradually losing its population and sinking into a moribund state. But suddenly an incredible thing happened. Three families who had heard that the co-op would give them land and money moved to town. The quality of the people who came was about as wild as the rumor, but we decided to try them out. Nilo and his wife lasted about two months and then drifted off again. Camilo turned out to be an alcoholic. Melchor never showed up except when he had to and then always ended up standing under a tree unable to think of anything to do.

We didn't know this when they arrived, and we called a meeting so that we could accept the applicants. The time had ripened; the old members felt insecure about these new people, and they began to elect officers. Everyone wanted Wilfrido for president, but he refused even a minor post, saying that he quite often felt he was losing his mind and that the responsibilities of the co-op would surely drive him over the brink.

Ramón then was the logical choice, and he was more or less given the post by acclamation; he accepted (modestly for him, who was beginning to realize his worth) and he threw me a secret look of joy and triumph, for he very much wanted a chance to be a leader in the town and to be loved by everyone. Jorge, the carpenter, woke up long enough to accept the post of vice president and then dozed off again. Orestes was appointed first *vocal*—whatever that was. He was also asked to serve as a one-man vigilante, to look around for irregularities and dishonesties. He was perfect for the job; he was so suspicious that he didn't even trust his brother, Ramón. Vicenta, one of the two women left in the co-op, was asked to be treasurer.

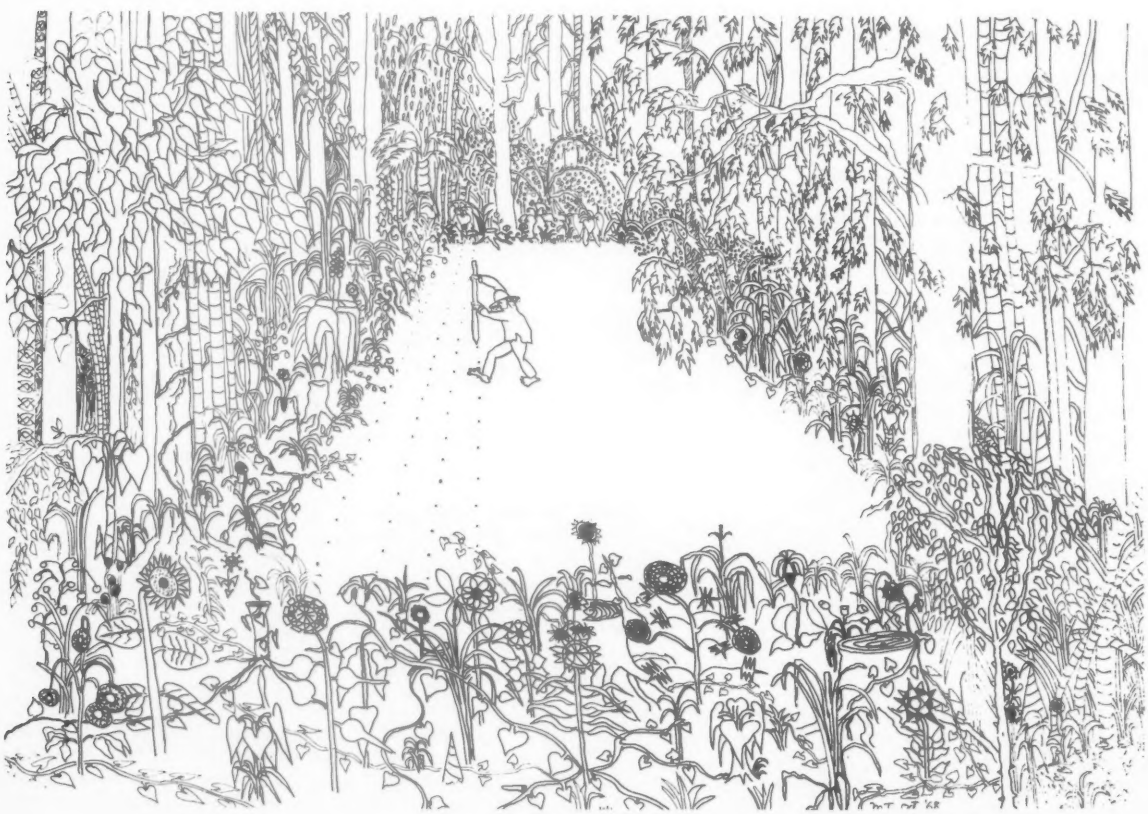
* * * * *

No longer exotic

Two years after I arrived in Río Verde to live, the time had long passed when my presence was looked upon as something exotic or extraordinary. I was a fixture in the town, and the population no longer gathered on the dock to cheer and wave when I left or returned, and at night the house was no longer filled with people sitting around on stools and boxes watching me opening a can of tuna fish or sending billowing 30-foot flames into the darkness as I tried to light that mad Portuguese stove.

I was pretty much accepted by the town; I even had enemies. But I was still something quite special, unique, and apart from the town's life, and perhaps only Ramón knew that I had more than my share of faults and that under certain conditions of duress I could be a quite ordinary old son of a bitch.

From the first I got emotionally involved in the town and its problems; I was aware of the dangers in this but unable to do much about it. I promised



that I would stay in Río Verde past my original contract if it seemed that I could keep on working with the people and if the Peace Corps would let me. The truth is that I couldn't face the idea of leaving. I was caught in one of those terrible love-hate relationships with the town, and I got in the habit of awakening every morning at 3 A.M. and lying in the darkness, frustrated and furious, cursing the lethargy of the people, the degradation of their poverty, and my own inability to do anything about it.

But I was lucky, because to a great degree I was sustained and guarded by Ramón. He had come to my house one night in those first months and said, "I want to change my destiny; tell me what to do." He had come with such openness, such innocence, such complete trust and friendship that even in my worst moments of isolation or depression, I could never think of leaving the town except as an act of betrayal.

Along with his friendship, though, he also brought me his problems—every damned one. I was his friend, and helping solve his problems was one of friendship's obligations. I suppose that in a way, being weighed down, sometimes almost crushed, by his burdens—his poverty, his troubles with Ester and her family who robbed his corn and his coconuts, his friends who wouldn't repay small loans, landowning aristocrats who treated him contemptuously, not realizing that he was no longer a poor beach *zambo*, his neighbors who poured boiling water on his pigs, etc., etc.—I was in a sense relieved of my own problems, for which I substituted his.

* * * * *

The football team

We were in a time of relative tranquillity. Most of the members (of the cooperative) were showing up on Mondays and Fridays to clear the jungle; no one was suffering from hurt feelings or threatening to resign; the chickens were laying eggs, and everyone—with a few exceptions—was grinding his share of the corn for them. Baby had nine pigs one night, and Cara de Angel, our other Berk gilt, was coming into heat with terrifying regularity; it was almost time to breed her. Our plans for building up to a herd of 10 sows looked bright. With the egg money we were paying cash for feed, lumber and repairs to the tractor; we were even paying off a few old bills. It was a time so tranquil and hopeful that even I knew it couldn't last.

Something strange and secret began to happen in La Cooperativa de Río Verde in those days just before we established the co-op grocery store. At night lying in bed I could hear the *socios* underneath my window sitting around endlessly discussing a new co-op project until 10 or 11 o'clock. Their voices were full of a new excitement, and there was much laughter.

After about the fourth such meeting, 18-year-old Goya came to the house and said that he wanted to be a *socio*, too. Goya? A *socio*? He was about the most languorous kid I had ever met; he could sleep any place. There was hardly a moment in the day when you couldn't stumble over him gracefully covering the steps of one of the town's stores, conserving himself under a palm, or half hanging out of a window. Goya? Something was surely in the air. It seemed the co-op was beginning to catch on, and that the *socios* were beginning to understand what it was all about. I didn't know what their project was, but I was delighted that they were planning something by themselves and without me.

Now, Ramón came to confer about a matter of the utmost importance. We were arriving, he said, at a momentous period in the co-op's history, with great success just around the corner. Even the the nonmembers were beginning to realize what the co-op could do to improve the life of the whole town; there was much less antagonism toward the co-op. There had never been so much union, so much enthusiasm among the *socios*.

"Why?" I asked. "It will still be many months before all the bills are paid and the hog pens built. And what about Goya? He says he wants to join the co-op."

"Yes," Ramón said. "Goya is crazy to join. Well, I'll tell you. We have a new project. We've been talking about forming a football [soccer] team with uniforms, a captain and a *madrina*—everything well organized, everything pretty and nice. You know."

"That's great," I said.

"Yes," Ramón said. "It will draw us all closer together, and the *socios* will have more interest in the organization. There's only one problem, naturally—money."

This was the beginning of a series of conferences and meetings which lasted all week. We met every night, and something happened that had never happened before—all the members showed up. It was decided finally that the co-op would buy the football, the uniforms, and a pair of football shoes for Wai, who had been elected captain (it would all come to around $30); that a formal challenge to play would be sent up the river to the San Vicente team; that Vicenta's daughter, 18-year-old Bolivia, would be the *madrina*, the godmother; that we would buy a *vara* of satin ribbon upon which would be painted "La Cooperativa de Río Verde" to be pinned across Bolivia's breast; etc., etc.

Wai, the captain of the team, went through a complete character change. He had never had much interest in the co-op, having confided to one of his friends after a few drinks that he had joined only because I wanted him to and he hadn't wanted to hurt my feelings. But now the idea of owning a pair of football shoes subverted all of his cautious antisocial instincts. Wai, who was the town's strongest and most spectacular player, had never played football with shoes. With his great, square, calloused toe he could kick a football unbelievable distances; no one seemed to mind that his aim was a little shaky. Pow! Wai kicked; the ball would go sailing across the field high above the tops of the trees and disappear in the jungle. *Fantástico! Viva Wai!*

Walter Pata, the town baker and our newest *socio*, wrote out a formal invitation to San Vicente and brought it to me to be copied on the typewriter. Wai, Ramón and Walter signed it, putting in all the curves, slashes, loops and curlicues which surround a formal signature and almost blot it out. Ramón and I went to Esmeraldas and bought 12 uniforms—red and yellow striped shirts, white cotton trunks, red and yellow striped socks, a red and yellow referee's whistle. We bought the biggest football shoes in town for Wai's great feet. Mondays and Fridays Goya would show up with his machete at the co-op farm, where you could almost invariably find him leaning against a tree while the other *socios* cleaned out brush.

"You know," I told Orestes one day, "I think the only reason Goya wants to be in the co-op is for the football uniform."

"But of course," Orestes said. "What else? But it *is* a great thing, the uniforms. It's the first time in history that Río Verde has had a football team with uniforms, and they're talking about it all up and down the river, all up and down the beach. Now, finally, they know we have a *cooperativa;* now they know."

A messenger in a canoe arrived from San Vicente, accepting the challenge. The Río Verde team smiled indulgently at this informal way of accepting, cynically amused that it was not nicely done with a formal letter. "Oh well, what can you expect from *montuvios*?" Ramón said.

"They don't even have uniforms." *Montuvio* means something like hick or country bumpkin.

Another meeting was called; the visiting team had to be bedded down and fed. They must find enough woven mats. Each *socio* pledged 25 cents to buy fish and rice, and the co-op would supply two dozen eggs for breakfast. Vicenta would prepare the meals. It was decided to impress the visiting team by making a bucketful of lemonade to give them during the half period—with ice.

"Why don't you really impress them?" I asked. "The co-op could contribute a couple chickens that aren't laying and you could serve them chicken soup for their dinner on Saturday."

"Oh, no!" several *socios* cried. "They live far enough up the river so that sea fish will be a special treat." Chicken was going too far; it was food for the rich or for a very solemn occasion. But Ramón didn't agree. He got up and gave a talk about the dignity of the co-op and about the necessity of showing everyone that we were a rich and important organization.

"The idea is a good one," he said. "We'll do it; we'll give them chicken on Saturday and then they'll know who we are."

Ramón was president; there were no dissenting voices.

At 2 P.M. on Sunday the cooperative had its finest moment. Dressed in their red and yellow uniforms, the *socios* gathered outside the store and lined up to march to the football field, an area hacked out of pigweed behind the school. Bolivia with her satin ribbon and a bouquet of flowers led the parade; at her side was Wai, who carried his football shoes still packed in their box. Next Ramón and Orestes, the president and the vice-president, and behind them in the degree of their importance the other *socios;* at the tail end but walking like a king, Goya, all black skin and white teeth and red and yellow stripes. They were so happy, so splendid, so proud and dignified that I could hardly stand to look at them.

They marched around the field two times, very serious in their splendor, and the people of Río Verde were absolutely dazed. Señora Florinda, who gives penicillin shots to everyone who has anything wrong with them (science's answer to the witch doctor), a woman who had never had much use for the cooperative, was carried away. "*Viva la cooperativa!*" she cried. Everyone joined in. Now the visiting team paraded, but they were abashed and self-conscious; there weren't four football uniforms in the bunch. The teams met in the middle of the field; each team gave three great shouts; the rules were discussed and the referees chosen. Wai put on his football shoes, and the game began.

Of course, with Río Verde referees, one using a red and yellow whistle, there was never much doubt about which side would win. But for the first few minutes I held my breath, because a horrifying thing happened. The great, splendid, graceful Wai was moving around like a crippled idiot. He stumbled when he ran; he picked his feet up high in the air when he tried to walk, as though he were just learning or as though he were walking through high grass. He kicked at the ball, but missed completely. He did get in a couple of spectacular punts, but they were meaningless demonstrations of sheer power; they impressed the crowd but slowed up the game since the kids had to beat the jungle looking for the ball.

Río Verde scored the first goal, and San Vicente the second, but it was disallowed by our friendly referee. A drunken spectator, a traitor because he was from Río Verde, got punched in the face by Ramón for insisting that the second goal was good, and there was a short, inconclusive scuffle at the far goal post. Bad feeling developed; both teams were furious. Río Verde scored again and broke San Vicente's will to fight.

After the half period and the iced lemonade, the game went on, but it was all anticlimax—hot sun, exhausted players, red and yellow shirts coated with dust. Wai had discarded his shoes and loped around with easy grace, but his heroics were no longer needed.

"Well, Martín, how did you like the game?" one of the *socios* asked me later back at the co-op.

"If you all worked as hard as you play," I told him, "you'd be millionaires."

"They're mad at us now," Ramón said. "They say the referees were bribed, that the lunch was no good, and that the lemonade didn't have enough sugar. They say the cooperative is a crummy outfit."

"Graceful losers," I said.

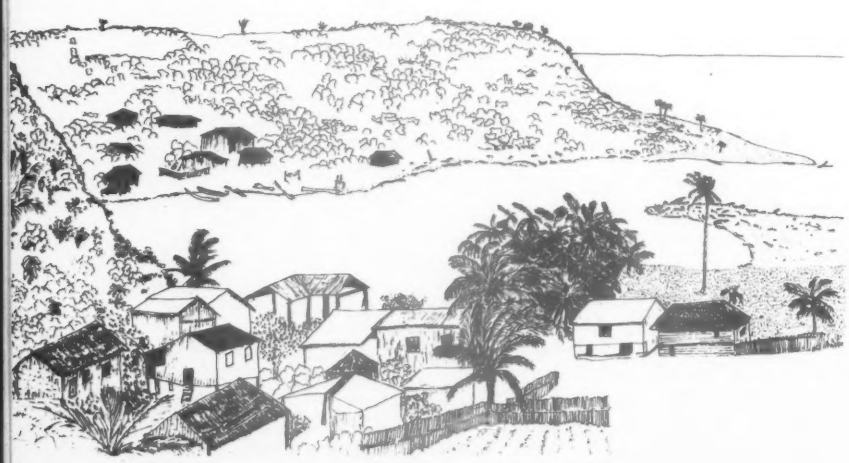
"*Montuvios,*" Ramón said. "What can you expect?"

Each team proceeded to celebrate with a few glasses of *aguardiente,* but in different *salones,* and at five o'clock, ignored, the visiting team climbed into their canoes and paddled back up the river. The moment of glory passed, but I still remember with emotion that parade of beautiful *socios* as they marched around the football field that day—united and cooperating at last.

A week later everything was back to normal. Goya resigned from the cooperative; we paid him 10 cents an hour for his work, the usual wage, deducting the cost of his football uniform. The outboard motor flew to pieces one day as we went up the river looking for bananas for the pigs; the chickens got diarrhea and stopped laying; the *socios* weren't coming to work.

Yes, everything was back to normal, but they still talk in the town about the time that Río Verde showed San Vicente how things should be done, and about how beautiful the team looked that day. "And the chickens," Vicenta says. "One hundred sucres worth of chickens. *Dios mío,* chicken for 12 men. Have you ever heard of anything to match that?"

The final excerpt will appear in a future issue.



IN WASHINGTON:

New structure off drawing boards

806 Connecticut Avenue. A building some people find strangely attractive in its utilitarian ugliness. A monument to economical construction techniques and General Service Administration federal prison interior decor—enlivened somewhat by the profusion of posters and lost-cause political stickers ("Vote Mailer-Breslin") tacked here and there.

People—potential Volunteers, or friends of someone in Afghanistan—still come up to the guard in the lobby to ask, "Which floor is the Peace Corps on?"

"All of them," the guard says.

New rugs, plaster, paint and partitions aside, it's still the same old building. But a thorough job of remodelling and refitting Peace Corps' Washington staff structure has taken place—and the changes in administrative architecture have been profound.

Following closely on the heels of new Director Blatchford and new Deputy Houser in May and June was McKinsey & Company, Inc., of New York, Chicago, Cleveland, San Francisco, Los Angeles, London, Paris, Amsterdam, Dusseldorf, Zurich, Melbourne, Toronto, but presumably working out of their Washington, D.C., address.

With 90 days and $90,000, this management consulting firm was to recommend the revised organization and staffing plan for Peace Corps; strengthen headquarters' capacity to support current field operations before implementing new programs, and consider new requirements for expanded field operations.

Discussing the McKinsey assignment, Blatchford said in June: "I want to know, for example, whether and how our management structure and processes can be improved; whether decisions are too often delayed—and when made, whether they are truly responsive to the needs of the field; whether growth in size and years has, as happens in many organizations, resulted in spending too much time 'doing business with ourselves' rather than with Volunteers and the needs of host countries."

McKinsey's work focused on Washington and the regional recruiting offices. As various recommendations from their final report met with approval from Blatchford and Houser, the furniture began to move.

Under the organizational structure which existed when former director Jack Vaughn left in April, 15 separate offices and 4 special units reported to his office. Today there are 13 separate offices and 7 special units, but the supervisory control is divided between Blatchford and Houser.

Some old offices with old functions got a change of names (Public Information is now Public Affairs). Some offices merged (Selection and the major part of Public Affairs which did recruiting have become the Office of Volunteer Placement). Some are brand new, like the Office of Voluntary Action. And the old Office of Volunteer Support (OVS) was abolished though all of its functions have been dished out in the 12 floor office building.

During a farewell party for OVS deputy, R. Michael Haviland, the nature of the McKinsey study was lampooned by the OVS director, William E. Hintz.

"When McKinsey heard we were getting all you people together just for Michael, they considered it wasteful and inefficient," Hintz said. "They suggested this be a party for all 75 of us and have announced our dissolution."

Overall, the McKinsey report noted that in eight years both the needs of host countries and the capacity of the Peace Corps to meet the needs have changed substantially. Coupled with a change in Peace Corps leadership, they said it was an appropriate time to reassess the effectiveness of Peace Corps Washington in providing responsive support to the field.

They pinpointed the following weaknesses:

1. An unproductive debate over Peace Corps goals persists. The merits of the manpower assistance and cross cultural goals of the Peace Corps have provoked sometimes heated discussion. As a practical matter, however, programs generally viewed as outstandingly successful in fact serve both goals. The issue is not which goal to meet, but how best to serve both.

2. Peace Corps Washington has too often been a negative rather than a positive influence on project formulation. Too little assistance is given to country staffs in developing projects early in the formulation cycle. And responsibility for project approval within Peace Corps Washington is not clearcut, inevitably leading to extended, sometimes acrimonious and often unproductive controversy within Peace Corps Washington.

3. The key resource—the Volunteer—is not given the attention and preparation he deserves. Impersonal dealings with applicants, cumbersome selection, and inadequate training all contribute to this problem.

4. Insufficient support and inadequate training is given Peace Corps staff.

One step McKinsey suggested on the strength of weeks of interviewing at headquarters and reading opinions from the field was to refine the statement of Peace Corps goals. They concluded: "The basic goals of the Peace Corps are to assist host countries in meeting, lastingly and effectively, their self-determined economic and social needs and, by this process, to foster cross-cultural understanding at the person-to-person level." Following these goals calls for "maximum decentralization and delegation of authority to country staff."

The McKinsey contract has been extended by $100,000 to implement by the end of the year the recommended processes which met with Peace Corps approval.

Office of the Director

The Director is concerned with external relations, project planning and development and operations overseas. He exercises direct supervisory control over three functions attached to his office and: the Office of Project Development, Evaluation and Research (on matters concerning programming policy guidance and decisions), Office of Public Affairs, Office of Voluntary Action, Office of International and Special Programs, the Regions and overseas programs.

Joseph Blatchford—director, sworn in May 5, 1969; came to Peace Corps from his job as executive director of ACCION, a private development organization operating in Latin America.

Office of the Deputy Director

The Deputy Director is concerned with resource development activities and quality control and support responsibilities of the Peace Corps staff. He exercises direct supervisory control over four units of the Director's office. One of those units is the Office of Special Services which establishes policy guidelines covering emergency home leave, medical-psychiatric evacuations, early terminations, overseas transfers, and arrangements in the event of Volunteer deaths. The Deputy also oversees: the Office of General Counsel, Office of Medical Programs, Office of Volunteer Placement, Office of Project Development, Evaluation and Research (on all operational matters and quality control efforts), Office of Administration and Finance.

Thomas Houser—deputy director, sworn in June 23, 1969; came to the Peace Corps from the Chicago law firm of Leibman, Williams, Bennett, Baird and Minow.

Office of General Counsel

Advises the Peace Corps on all legal questions concerning policy, legislation, and Volunteer and staff affairs.

Melvin Najarian—deputy and acting General Counsel since July 14, 1969; previously a major in the Judge Advocate General's Corps of the Army.

Office of Public Affairs

Formerly the Office of Public Information. Coordinates all public information activities of the Peace Corps. Absorbs THE VOLUNTEER, the Speakers Bureau, and Institutional Relations.

Ann Anderson—acting director since June 1, 1969; has been a senior writer/editor in the former Office of Public Information and an evaluator since May, 1964.

Office of International and Special Programs

Replaces the old office of National Voluntary Service Programs. Will be responsible for the development of international and multi-national programs wherever such seem feasible and/or advisable; will act as Peace Corps' point of contact with international organizations; will provide assistance to organizations and countries which are interested in developing their own domestic volunteer corps.

Ed Nef—director since Oct. 1, 1969, but headed office with certain similar functions since Aug. 1, 1968; from 1962-64, served as program officer for Central America and the Caribbean.

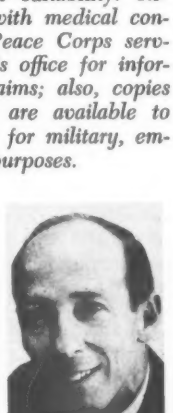
Office of Voluntary Action

New office; broadly responsible for developing voluntary action programs to include Volunteers to America program, if it is continued by Congress, Returned Volunteer Services (absorbing the former Career Information Service) and volunteering in the District of Columbia. *Volunteers should contact the Returned Volunteer Services Division of this office about: educational, job and voluntary opportunities in the U.S. after Peace Corps service.*

C. Payne Lucas—assigned director's role on Aug. 24, 1969; began with the Peace Corps in 1962 as a field officer in Africa, later director in Niger, deputy director and then director of the Africa Region.

Office of Medical Programs

Provides medical and psychiatric support to Peace Corps trainees and Volunteers, and reviews applicants' records for medical suitability. *Returned Volunteers with medical conditions related to Peace Corps service may contact this office for information on filing claims; also, copies of medical records are available to returned Volunteers for military, employment or school purposes.*



Dr. John Harkness—has directed this office since Sept. 16, 1968, but has submitted his resignation, effective in November, 1969; from 1962-64 was a Peace Corps physician in the Philippines.

ED IN THE McKINSEY REPORT:

Office of Volunteer Placement

Merges functions of recruiting and selection. Develops and implements all policies and processes required for recruitment and placement of qualified Volunteers in approved projects. *People should contact this office regarding joining the Peace Corps; the progress and handling of applications; the School Partnership program. Additionally, assistance is available for trainees and Volunteers with problems relating to the Selective Service or Military Reserve which cannot be resolved by country staffs.*

Philip Steitz—named director Sept. 29, 1969; comes from VISTA where he was senior associate director for the Office of Manpower and Planning.

Office of Administration and Finance

Combines offices which previously held these functions. Provides administrative and financial support including worldwide assistance on budgeting and financial management to Peace Corps offices, staff and Volunteers. It includes the new Division of Staging and Orientation which completes certain selection activities during staging (medical exams, for example) and provides policy orientation for trainees. *Trainees and Volunteers may contact Administration and Finance for information about: staging, tickets to training or reporting sites, lost or late baggage, travel and baggage reimbursements, income taxes, allotments and withdrawals, readjustment allowance, and description of service.*

William Inglis—assumed director's position July 14, 1969; previously vice president of the Irving Trust Co., in New York City and consultant and assistant treasurer of ACCION, the overseas assistance program developed by Blatchford in 1960.

Office of Project Development, Evaluation and Research

Replaces former Office of Planning, Program Review and Research and the Office of Evaluation. Advises the Peace Corps Director on matters relating to the effectiveness and efficiency of Peace Corps operations. Also responsible for supporting Peace Corps efforts by providing information, materials, technical assistance and evaluations to regional and overseas personnel. *Volunteers should contact this office—through their country directors—for technical and other program assistance if local sources have been exhausted.*

Eugene Mihaly—named director Sept. 21, 1969; from 1966-68, was deputy and then director in Tanzania; has since served as chief programming and training officer for Africa Region and deputy director of East Asia/Pacific Region.

Office of Training Support

New office; absorbs former Office of Staff Training. Provides guidance and support to the worldwide Peace Corps Volunteers training effort; assists regional offices and country staffs in planning, developing and evaluating Peace Corps training programs; develops, evaluates and recommends training sources; trains professional staff members for domestic and overseas offices of the Peace Corps; supervises the Peace Corps Fellows program.

Dr. Norman Gray—began as director Oct. 6, 1969. An educator, educational consultant and industrial engineer, he was hired from the Navy Personnel Research Activity, where he was head of Naval Human Factors Support.

Regional Offices

Liaison and coordination between overseas operations and the Peace Corps Washington organization. Overall responsibility for the formulation, approval and implementation of all projects (including attendant training programs) undertaken in a region and supervises and evaluates Peace Corps Washington and overseas personnel assigned to a given region.

East Asia/Pacific Region. **Joseph Kennedy**—director since Sept. 10, 1969; since 1965 has served as a Peace Corps evaluation officer, deputy director for Africa Region and director in Sierra Leone.

Africa Region. **Walter Carrington**—director since Aug. 10, 1969; since 1961 has served as director in Sierra Leone, deputy director in Tunisia, director in Senegal, deputy director of the former Office of Planning, Program Review and Research, and deputy director of the Africa Region.

Latin America Region. **Robert White**—director since Aug. 13, 1969; served since 1968 as deputy director of this region.

North Africa/Near East / South Asia Region. **William Dyal**—director since Sept. 15, 1969; came to the Peace Corps in 1966 and recently completed a tour as Colombia country director.

Meeting of blue collar recruiters

To find better ways to attract the skilled workers whose numbers Joe Blatchford wants to dramatically increase, skilled worker recruiters—all of them former Peace Corps Volunteers—held a mini-conference in Washington last month.

Since at present there are only six such recruiters (four of them part-time), their main suggestion, understandably, was that more skilled recruiters be hired.

They also asked that they be given their own man in Washington, to cut down on what was felt to be a lot of run-arounds.

The recruiters were pleased that Peace Corps has produced a special recruiting brochure aimed at skilled workers (which answers typical questions, such as "Who will be my boss?"); but they stressed that skilled worker brochures need skilled production, to eliminate gaffes such as leaving off the union label.

Another necessity, they said, was a simpler application form. Recruiters were heartened to learn that a special application is in preparation for skilled workers. They noted, however, that the 12 references which B.A. generalists are asked to supply often overwhelm those who can not fall back on a list of deans and teachers.

A conference participant agreed. "You only need three references to get into Harvard Law School," he noted.

While recruiters felt that allowing skilled Volunteers to join with wives and children will be a boon, much attention needs to be paid to young, single workers.

A promising idea is to attract apprentices into the Peace Corps by letting them earn credit toward their journeyman's card while serving overseas. For example, an apprentice carpenter must work 8,000 hours—that is, four years—to earn his "card." Essential for this scheme to work, of course, would be the cooperation of the craft unions involved.

March under peace banner

Under a red "Peace Corps for Peace" banner, 155 Washington staff members marched 20 blocks to the Capitol Oct. 15, as part of the national Vietnam Moratorium.

The marchers, some accompanied by spouses and children, took annual leave so they could go talk to their Congressmen.

Earlier in the day between 250 and 300 staff members packed the Peace Corps' Latin America regional office to hear Sen. Frank Church (D-Idaho) state the case for orderly anti-war demonstrations.

Challenging the assertion that Vietnam critics were unpatriotic, Church termed this a "spurious, jingoistic patriotism," and called instead for Americans to seek "the patriotism of Camus, who would have us love our country for what it ought to be."

Church praised those whom he said Henry Kissinger, national security assistant to President Nixon, derided as chess game "kibitzers."

"Whatever hope of peace there now is," said the Senator, "it is the kibitzers' gift to the architects of failure."

After answering questions from the floor, Church accepted for transmittal to Congress a petition signed by 381 staff members which said in part:

"As members of an organization devoted to peace, we are joining with other concerned Americans on this day of national protest, Oct. 15, 1969, in affirming our resolve to support all endeavors in Congress towards peace and all peaceful efforts elsewhere which will lead to a swift end to the war and complete withdrawal of U.S. troops from Vietnam."

Church and Oregon's Sen. Mark Hatfield already have introduced a resolution calling for a more rapid withdrawal of troops and a national commitment to full and complete dis-

Under a homemade banner, Peace Corps peace marchers pass in front of the White House on their way to the Capitol. More than 150 staff members took annual leave Oct. 15, to answer the Vietnam Moratorium's call to "cease business as usual."

While Sen. Church talks on the war, two members of the informal committee which invited him listen—Jack McPhee, left, desk officer for Cameroon and Togo, and Buzz Diamond, Peace Corps Fellow. The Senator's wife is in the foreground.

engagement.

The meeting with Church and Mrs. Jonathan Bingham, wife of the New York Congressman, was designated a regular "Peace Corps Forum". That session as well as the petition and march were organized by an *ad hoc* committee headed by former Volunteers who are Washington staff members. Their aim was to drive home the relevance of the war in Vietnam to the Peace Corps.

One spokesman at the forum, Buzz Diamond, former Dominican Republic Volunteer, now a Peace Corps Fellow preparing for a field assignment in Brazil, noted that "every 30 hours the war uses up the equivalent of the Peace Corps' annual budget; and every year as many American soldiers die in Vietnam as we have Volunteers overseas."

A *New York Times* Latin American correspondent reported Oct. 17, that various groups of Volunteers in the Dominican Republic, Colombia and Bolivia had made public declarations protesting U.S. participation in Vietnam to coincide with Moratorium Day stateside.

The Times quoted one Santo Domingo Volunteer as saying: "We assumed we were breaking some rule, but we thought the Vietnam issue important enough to risk even dismissal."

Many Dominican Republic Volunteers told *The Times* they had received spontaneous congratulations from Dominicans for their public stand.

Votes on vehicles, readjustment pay

In open meetings in Fredericksburg, Peace Corps country directors voted overwhelmingly to recommend an increase in the readjustment allowance, pegged at $75 per month since 1961.

Making the motion, Gino Baumann of Bolivia noted the "fantastic increase" in costs for higher education over the past eight years. Five directors voted "nay". Any change would require Congressional action since $75 is the current ceiling written into the Peace Corps Act.

Vehicle rules also came to a "vote." The motion was by Ghana Director Gene Martin that all restrictions on Volunteer use of vehicles be dropped from the policy manual.

Reminding fellow directors of the "anti-paternalism" directives issued by Director Joe Blatchford upon taking office, Martin said Volunteers were waiting for Peace Corps "to drop the other shoe."

Amid much discussion with protagonists dividing along two-wheel and four-wheel (and no-wheel) lines, a vote on whether to take a vote failed. But it was the clear consensus, affirmed later by Blatchford, that "worldwide" vehicle use rules are a dead letter, and policy will be set country by country.

Letters
to the Volunteer

Canned Buber

To THE VOLUNTEER:

With reference to the letter in the August VOLUNTEER written by 33 Malawi Health Volunteers, I feel compelled to write a minority opinion:

Despite being a B.A. generalist myself, I have somehow failed to realize how exclusively wonderful I am. True, I find that our work here in Malawi calls for learning and adaptation, but I don't see how or why a highly technical background would necessarily inhibit such adaptation.

On the contrary, our Peace Corps technical rep for health is a doctor (which I would assume falls into the category of a highly technical background) who has just as much or more "sensitivity" than any Volunteer in our program. Moreover, technician can mean other than just doctor, engineer and the like. During our training on the Indian reservations in the U.S., we met government sanitation and public health workers who would do an excellent job in Malawi if given the opportunity.

Furthermore, the letter implies that only a low pay scale will ensure a Volunteer's enthusiasm and willingness to learn at the local level. That not only makes no sense, but it can only be the outgrowth of reasoning from a group of neophyte college graduates who have no pressing family or financial obligations, and whose future is so secured by their almighty diploma that they can afford a two year "experience."

Interestingly enough, one finds that Volunteers can talk so much about "cross cultural sensitivity" and Peace Corps ideals and be so blind to their own ethnocentrism. They seem to fail to realize the obvious bias in Peace Corps recruiting and administrative policy which all but writes in the clause "only B.A. generalists able to spout endless rhetoric on interpersonal relationships and amateur anthropology with no financial or family responsibility allowed." And then people sit around Washington trying to figure out why all Volunteers fit the same stereotype.

Personally, I think Peace Corps will have come a long way when it is comprised of a greater cross-section of the American public—including blue collar workers and people who think Buber, Benedict and Rogers are brand names of canned lunch meat.

REGINALD W. DUSING

Chikwawa, Malawi

Superiority complex

To THE VOLUNTEER:

Although I dislike labeling people, I must, in accordance with the growing battle between generalists and specialists, call myself a specialist. I do this act of labeling in full knowledge that as a specialist I am, by all odds, not a very successful or adaptive Volunteer.

To find out that specialists just don't have it, one only needs to consult the May VOLUNTEER in which Deborah Jones states, "But those professional Volunteers may be precisely the ones with the least ability or inclination to develop their interpersonal skills"; or the August VOLUNTEER in which 33 Volunteers from Malawi expressed the faith that, "If we had entered this job with a high technical background, we believe we would be less able to learn and adapt, and thus less able to do a good job."

I would appreciate it if someone would tell me the origin of this Peace Corps axiom which I prefer to call "The relative theory of generalists' superiority."

PAUL A. NOREEN

Cuenca, Ecuador

How the game is played

To THE VOLUNTEER:

The August VOLUNTEER is the first honest issue to appear in many moons. From John Rothchild's "Who's Afraid of Mister?" to Dan Douglas' letter regarding quasi-staffers and quasi-trainees, the ideas expressed finally hung a sharp left *away* from the usual irrelevance of refrigerators, HILT, Joe Blatchford's latest gems of elephant (as in GOP) wisdom, and someone's collection of Kodak cleverness (much of it with about as much authenticity as the Iwo Jima flag-raising picture) and *toward* the stuff of which this game is played.

The ultimate in the beauty of it all was, without a doubt, George Conk's "What kind of peace is this?" I had decided that when someone finally got around to telling it like it is, it would have to be a Volunteer in Ethiopia . . . which goes to show that the grass is just as scant, trampled and burnt-out in Bombay as it is here.

"The ghost of Christmas past . . . the glories of Kennedy"—thank God the man didn't live to see one of his most exciting and viable ideas deteriorate into little more than so many people, indoctrinated through the training machine, and "kept in line" by threats ranging from the draft to paying one's own fare home, spending two years engrossed in high-gear political ass-kissing.

PAT HULST

Holetta, Ethiopia

Glib radicals

To THE VOLUNTEER:

I am a recently returned Volunteer from Tunisia and I would like to comment on George Conk's article (August VOLUNTEER).

First, I wonder just why the Peace Corps should be trying to get radicals, SDS, or the New Left involved anyhow, although it would be fine if these people would. It was my experience with the French "radicals" in Tunisia that for all of their talk, they despised the people there most, did the least to understand them, and had the least contact with them. They were quite glib about exploitation, imperialism, the Establishment and everything else, however.

I also don't understand why it is so bad for the Peace Corps to be Establishment, whatever that really means. Anyone who wanted could go to Tunisia for two years and never have a thing to do with the Peace Corps if he so chose, and that is in a country considerably smaller than Mr. Conk's India. People who were

concerned about peasants could go work with them. That would have been more refreshing than hearing so much of the kind of empty rhetoric that sounds so familiar in this article.

Just one more comment: What's wrong with minimal language ability and why is this so galling on the Americans' part? Where I was, the only group of people who knew anything of the spoken dialect were Americans. All other foreigners would come speaking the colonially imposed language which only the well-educated people knew.

Somehow, behind all of this article, I have the feeling that some Volunteers, perhaps Mr. Conk, too, *do* wish they were surrounded by a big mass of delicious brown skin with adoring eyes. That's their problem.

HARL PIKE
Former Volunteer

St. Paul, Minn.

Campus rhetoric weak

To THE VOLUNTEER:

George Conk's article, "What kind of peace is this?" (August VOLUNTEER), was articulate and persuasive. His criticism of the hip "make-your-own-peace" ads and the conflicting "supervolunteer" image are long overdue.

But hasn't the author gone a little too far in his attack? Mr. Conk insinuates that if we were half-honest we would admit that the overseas experience consists entirely of barely-disguised cross-cultural hostility; that no genuine empathy develops; that we never leave our "cultural prisons" long enough to achieve a vision of the strange land as a way of life which might even feel and work better than our own.

While he conveys a general sense of nothing gained by his experience and a dislike of the host country nationals on the one hand, he suggests that back home on the campus where the New Left purists remain is "where the action is." Not on the "wrong side of the world."

So the campus is where the Third World revolution begins? Here in the intellectual aristocracy, where the "revolutionaries" are tolerated and sometimes supported by members of the same aristocracy. But aren't they generally loathed and ridiculed by both the American poor and the real Third World?

The striking thing about campus

Memorandum

TO : The field
FROM : The editors
SUBJECT: 'Bye, Pat, and thanks'

DATE: November, 1969

THE VOLUNTEER enters its eighth year of publication with some new staff. Pat Brown, a former Volunteer who served as the magazine's associate editor for two and a half years and editor for one and a half years, has left the Peace Corps. The new editor is Judy Thelen, also a former Volunteer, who has been associate editor since January. Judy is a journalism graduate of the University of Nebraska and the Washington Journalism Center; has four years' newspaper and wire service experience and a year as a Congressional press assistant. Her replacement as associate editor is Steve Prindle, a former Colombia Volunteer. Steve's journalism experience is varied: copyboy on the *Oakland Tribune*, travel editor of the *Antioch Record*, reporter for the *Beverage Retailer Weekly*, and editorial assistant on the *Journal of Dental Research*. In Colombia he started the monthly Volunteer newpaper, *Porvenir*, and since mid-1968 has worked as a writer/editor in the Peace Corps Office of Public Information. With the dissolution of the former Office of Volunteer Support, which was THE VOLUNTEER's home, the magazine has been assigned to the new Office of Public Affairs. Until office quarters have been assigned, however, correspondence should be addressed simply to THE VOLUNTEER magazine, Peace Corps, Washington, D.C., 20525.

□ □ □

More than an interstate road sign near the site of the recent worldwide directors' conference, the announcement describes in figurative terms the nature of that meeting. When the directors moved in from the Virginia countryside for a week of meetings and seminars in Washington, Director Joe Blatchford was heard to say: "Now, after the Battle of Fredericksburg, we move into the second portion of our conference."

□ □ □

The doctor is OUT! In a medical emergency, Nigeria Peace Corps physician, Gary Dahl, was called upon to escort a U.S. citizen to San Francisco. After many long hours on that flight, he stopped through Washington to see the medical staff before returning to Africa. But it took sooo longg too gett ann appointmentt thatt Dr. Dahl . . . zzz . . .

rhetoric is how ineffectual and irrelevant it is in achieving its supposed end, assuming that it's more than an ego-identification. It seems obvious that being among the Third World gives one both a better idea of its needs and a chance to act. This leads to my (qualified) defense of the Peace Corps.

As Peace Corps teachers [in Liberia], my husband and I educated tribal children in order that they could take their place within a government that once excluded them. Only the tiniest fraction of our behavior was influenced by the Establishment, and that had no relationship to our job overseas. However, for others this may have been different. I imagine that it is considerably easier to question the validity of a community development project than that of teaching students subjects in their own language.

Being perfectly honest, we frequently wondered whether the Peace Corps ought to exist at all. Our job as teachers was minor, although we tried to encourage students on to great things later in life. Beyond this we feel that both we and the Africans had a significant experience in learning the complexities of different nationalities.

They have found that we can be both pleasant and annoying, bright and dense, progressive and backward, with many shades in between. And we have discovered the same of them. With more contacts of this kind, international tolerance and peace should become likelier than they are now.

ANN SINGER
Former Volunteer

Seattle, Wash.

Pay their way home

To THE VOLUNTEER:

Why can't the Peace Corps trust its Volunteers? Specifically, why can't it trust Volunteers to decide when their services can no longer be performed?

Director Joe Blatchford, in changing several of the Peace Corps' Volunteer support activities (July VOLUNTEER) left this question unanswered in his action on return transportation of early terminating Volunteers.

Rather than solving the problem by taking the logical step of sending all early terminees home at Peace Corps expense, Blatchford confused the issue by adding the amorphous category of "termination for the convenience of the Peace Corps."

Perhaps it is true that Peace Corps is more interested in seeing a Volunteer put in his time rather than doing his job well.

Let's look at the hypothetical, but not uncommon, situation of a Volunteer who feels that he "cannot perform well enough to justify his continued presence in the host country." At the same time, he feels that he cannot afford to pay the penalty price of early termination and purchase his own airplane ticket home. He decides that he would prefer to mark time for the remainder of his Peace Corps service by doing well enough to get along, but not doing his best. Is he not, by making this decision, hurting himself as well as the Peace Corps, and, more importantly, his host country? Wouldn't it be desirable for Peace Corps to allow him to resign and thus save everyone concerned a lot of grief?

Now let's look at another hypothetical situation. There is another Volunteer in the same boat as the one above. But this Volunteer is determined to be sent home at the Peace Corps' expense. In order to be included in the category of "termination for the convenience of the Peace Corps," he must actively misbehave or violate Peace Corps policies and regulations in order to make his continued presence undesirable. This is a drastic step to take but he would rather take it than remain in a country and situation where he no longer wants to be and thereby make himself, and probably those around him, quite miserable. It would seem, then, that this Volunteer would do even more harm than the first Volunteer.

The whole question comes down to whether the Peace Corps wants to be a dynamic, moving organization with Volunteers who are dedicated, happy and effective in their job situations or whether it wants to allow itself to be pulled down by those who no longer can or want to participate.

Peace Corps training programs are stressing more and more the concept of self-selection. More weight is being placed on whether the trainee feels he can be an effective Volunteer. Why not extend this enlightened approach all the way through Peace Corps service? Why not allow the Volunteer in the field to continually re-examine his motives for being there and, if he decides that his motives are unsatisfactory, then allow him to terminate himself, just as trainees are allowed to deselect themselves and be sent home at Peace Corps expense?

It is true that Volunteers sign up for a specified term and it is not unreasonable for the Peace Corps to expect most of them to fulfill their obligations to themselves, the Peace Corps and the host country. But until Peace Corps training programs can be made to fully guarantee that all trainees sworn in as PCVs will be able to fulfill their obligations, then an out must be made available that is fair and respects the judgment of the Volunteer.

When one considers all the tremendous responsibilities entrusted to Volunteers by the Peace Corps, it seems strange indeed that Peace Corps can't trust them in this important area.

DON C. YAGER

Kandahar, Afghanistan

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